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**Review of the United Nations Programme in Public Administration and Finance**

# Review of the United Nations Programme in Public Administration and Finance

## Report of the Secretariat

*Summary*

The present report highlights the major activities undertaken by the Secretariat in 2011 under the United Nations Programme in Public Administration and Finance. It also sets out the strategic framework and scope of activities for the period 2012-2013. The Committee of Experts on Public Administration is invited to review and provide feedback to the Secretariat on these activities, which are intended to assist national and local governments in addressing their current public governance and administration challenges as well as the emerging issues in a globalized world.

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# I. Introduction

1. The Division for Public Administration and Development Management of the Department of Economic and Social Affairs of the Secretariat is the principal entity within the Secretariat mandated to implement the United Nations Programme in Public Administration and Finance. It assists the Member States of the United Nations in fostering efficient, effective, inclusive, transparent, accountable, clean and citizen-centred public governance, administration and services through innovation and technology to achieve the internationally agreed development goals, including the Millennium Development Goals.

2. The present report highlights the major activities undertaken by the Secretariat in 2011 under the Programme for review by the Committee of Experts on Public Administration.

3. The report also sets out the strategic framework and scope of activities to be implemented for the period 2012-2013. The Committee is requested to review and provide feedback to the Secretariat on these activities, which are intended to assist Governments in addressing their current public governance and administration challenges and the emerging issues in a globalized world.

# II. Major activities in 2011

4. The activities of the United Nations Secretariat in the area of public administration are implemented under subprogramme 8, Public administration and development management, of section 9, Economic and social affairs, of the programme budget, by the Division for Public Administration and Development Management, in particular to those Member States which have requested assistance and to developing countries, especially the least developed, post-conflict or post-crisis countries, and countries with economies in transition. A summary of the major activities implemented in 2011 is provided below.

## A. Servicing of intergovernmental bodies

### General Assembly, Economic and Social Council and Committee of Experts on Public Administration

5. The mandates of the Division for Public Administration and Development Management are defined by resolutions and decisions adopted by the General Assembly and the Economic and Social Council. Through the servicing of intergovernmental bodies, the Division aims to promote enriched dialogue, awareness, policy options and common approaches for the betterment of public service, in particular with reference to the cross-cutting issues related to institution-building and human resources development in the public sector, citizen engagement in managing development, electronic and mobile government development, open government data and services, and information and communications technology (ICT) for public sector development.

6. The positive impact of the work of the Division is reflected in the resolutions and decisions adopted in 2011, which contain at least nine references or recommendations pertaining to intergovernmental bodies, including General

Assembly resolution 65/1 entitled "Keeping the promise: united to achieve the Millennium Development Goals"; resolutions 65/141 and 66/184 on information and communications technologies for development; and the Marrakech declaration on the prevention of corruption, adopted by the Conference of the States Parties to the United Nations Convention against Corruption, at its fourth session (see CAC/COSP/2011/14, chap. I.A); Economic and Social Council resolutions 2011/2 and 2011/22, adopted in connection with the reports of the Committee of Experts on Public Administration on its ninth and tenth sessions, respectively. It is also reflected in the report of the Secretary-General on enhanced cooperation on public policy issues pertaining to the Internet (E/2011/103-A/66/77); and Economic and Social Council resolution 2011/16 on the assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society.

7. In its resolution 66/184, the General Assembly in particular took note of the work of the Division in the area of enhanced cooperation on public policy issues pertaining to the Internet (the first time for that particular topic). The Assembly also acknowledged for the first time the positive trends of e-government, among others, and stressed the important role of Governments in the design of their national public policies and the provision of public services in response to national needs and priorities through, inter alia, the effective use of ICTs. In addition, the Assembly recognized the role of the United Nations Group on the Information Society as an inter-agency mechanism designed to coordinate United Nations implementation of the outcomes of the World Summit on the Information Society. The Department of Economic and Social Affairs is currently a Vice-Chair of the Group, together with the International Telecommunication Union (ITU) as Chair and the United Nations Educational, Scientific and Cultural Organization (UNESCO) as another Vice-Chair.

8. In the Marrakech declaration on the prevention of corruption, the Conference of the States Parties noted with appreciation the cooperation between the secretariat of the United Nations Office on Drugs and Crime and the Department of Economic and Social Affairs on the prevention of corruption in the public sector, and requested the secretariat to continue such cooperation, particularly with regard to the United Nations Public Service Awards, as well as through other initiatives, including activities that enhance public service delivery and prevent corruption.

**Committee of Experts on Public Administration**

9. The Division provided substantive and administrative service to the Committee of Experts on Public Administration[1] at its tenth session, which was held at Headquarters from 4 to 8 April 2011. The main theme of the meeting was "Public governance for results to improve the quality of human life for all, by supporting the implementation of the internationally agreed development goals including the Millennium Development Goals". In the context of results-based governance, the sub-themes covered during the session were: (a) conceptual and operational frameworks; (b) post-conflict and post-disaster countries; (c) social protection policies for vulnerable populations; and (d) performance management in government with regard to education, the theme of the 2011 annual ministerial review of the Economic and Social Council (see E/2011/44-E/C.16/2011/15, chap. III.B).

[1] See www.unpan.org/cepa.

## B. Analytical research

### United Nations public administration country studies

10. The reach and convening power of the United Nations enables it to provide complete, up-to-date information on and assessment in areas that can lead to the accelerated achievement of the internationally agreed development agenda including the Millennium Development Goals. To that end, the United Nations public administration country studies continued to be developed in 2011 and will be maintained by the Division as a comprehensive, up-to-date and readily accessible online knowledge base of country profiles of all 193 Member States on public governance and administration. This new initiative has already received very positive feedback from many Member States.

11. The knowledge base is intended to assist Governments in making evidence-based decisions by providing country data and global views on conventional and emerging topics related to governance and public administration.

12. The content is categorized by country and region and by themes with relevant linkages to the Millennium Development Goals. With its intuitive and easy-to-navigate interface supporting the six official United Nations languages, the knowledge base provides access to rich reference and primary source materials on public governance and administration, including the following:

(a) Government institutional and human resources development:

(i) Codes of conduct and other legal frameworks governing the conduct of public servants;

(ii) Government agencies at the national level;

(iii) Gender representation in government agencies;

(iv) Financial disclosure for senior government officials;

(v) E-parliament data;

(b) Electronic and mobile government:

(i) National strategies and policies on e-government;

(ii) E-government development index;

(iii) Chief information officers or equivalents at the national level;

(iv) National e-procurement platforms/systems;

(c) Citizen engagement in managing development:

(i) Legal framework for citizen engagement in public affairs;

(ii) Institutions/systems for citizen engagement;

(iii) Channels/tools for citizen engagement;

(iv) E-participation index;

(d) Open government data:

(i) Freedom of information acts;

(ii) Data protection acts;

(iii) Budgetary information at the national level;

(iv) Information and privacy commissioners or equivalents.

***United Nations e-Government Survey***

13. The flagship publication of the Division is the *United Nations e-Government Survey*,[2] which assesses all 193 Member States with respect to their e-government development and the extent of e-participation. The reports of the past surveys provided time-series data and an analysis of trends in e-government readiness and development across regions and at the country level, and have become the global benchmark for measuring e-government development.

14. In addition to references in publications,[3] the high-interest in and impact of the Survey is featured in 45 news articles that highlight e-government initiatives of the Member States, international agencies and international organizations. In addition, the Survey is featured in professional-level training courses (e.g., at FutureGov Academy and Boston University).

15. In 2011, the Division continued its preparation of the *United Nations e-Government Survey 2012: e-Government for Sustainable Development*, including survey data collection, research and analysis. While continuing to provide the United Nations e-government development rankings for 2012, the Survey also analyses how Governments are employing e-government policies and programmes to support efficiency, effectiveness and inclusiveness as parameters of sustainable development efforts worldwide. A special focus of the 2012 Survey is on assessing environment-related services, in particular the provision of environment and resource conservation information and services, and thereby establishes the first data set on United Nations e-environment indicators.

16. The message of the 2012 Survey builds upon previous surveys and sets it firmly within the context of the current global developmental debate. Firstly, by underscoring the importance of technological advancements, the role of the Government and sustainable development, it highlights the importance of e-government and ICT as integral to sustainability in development. Secondly, by expanding the concept of e-governance, it points to the need to place e-government at the centre of development thinking for a coherent, coordinated and synergistic approach to public sector solutions. Finally, it draws attention to state-of-the-art approaches to e-government that are being deployed in vanguard countries as case studies for a whole-of-government framework and the inclusion of the disadvantaged in the circle of development. The 2012 Survey reviews the recent progress made in e-government development globally, while cautioning against the continuing digital divide.

[2] See www.unpan.org/e-government.

[3] See, for example, Organization for Economic Cooperation and Development (OECD), *Towards More Effective and Dynamic Public Management in Mexico* (2011); *Journal of e-Governance Leading UN e-Government Initiatives*, IOS Press, Vol. 34 (2011); and the "Guidelines for Social Media Usage for United Arab Emirates Federal Government Entities" (February 2011).

**Expert group meetings**

17. In 2011, the Division conducted expert group meetings to expound on new developments and emerging trends in governance and public administration. The meetings provided forums at which expert knowledge and experience were mobilized to identify critical issues, and the consensus on policy options began to be forged. The three reports on the expert group meetings are entitled: (a) "Engaging citizens to enhance public sector accountability and prevent corruption in the delivery of public services"; (b) "E-procurement: towards transparency and efficiency in public service delivery"; and (c) "Strengthening public administration and leadership for the achievement of the Millennium Development Goals at the local level".

18. As part of the implementation of the Development Account project on strengthening the public sector human resources management capacities in Africa, an expert group meeting on the topic "Strategies for attracting the best talent in the public service in Africa" for human resource practitioners and experts was conducted in collaboration with the Africa Public Sector Human Resources Managers Network and the African Association for Public Administration and Management, in Lilongwe, Malawi, in November 2011.

19. An expert group meeting on the theme "Engaging citizens to enhance public sector accountability and preventing corruption in the delivery of public services", in cooperation with the United Nations Office on Drugs and Crime, was held in Vienna, in July 2011. During the two-day meeting, 37 experts representing Governments, international organizations, civil society and academia shared experiences on the systematic and effective engagement of citizens and civil society organizations by public administrations to increase accountability and the prevention of corruption.

20. As a result of an expert group meeting on e-procurement, the Division will develop a knowledge guide on e-procurement. The Asian Development Bank invited the Division to make a presentation about the guide at the Asia and Pacific Conference on Electronic Government Procurement, held in Bali, Indonesia, in November 2011, which was attended by all the countries of Asia and the Pacific. The Division was also invited to join the Working Group on Electronic Government Procurement chaired by the World Bank. These partnerships represent an acknowledgment on the part of the international community that the Division has a cohesive conceptual framework to handle e-procurement issues combined with objective indicators for e-government development, so as to enhance the transparency and efficiency of public service delivery while combating corruption.

## C. Knowledge-sharing and training

21. The United Nations Public Administration Network (www.unpan.org) is an online network of 27 relevant international and regional institutions and United Nations system agencies. In 2011, the Network continued to serve as the de facto global network and portal for public administration and governance. From 2010 to 2011, Network content downloads increased 18.4 per cent and page views increased 4.8 per cent.

22. The UNPAN Online Training Centre[4] delivers capacity-building courses on various public administration topics. In 2011, the Centre delivered, free of charge, 35 online courses covering various topics on electronic and mobile government, institution and human resources management in public administration, and knowledge management in government and the Millennium Development Goals. The courses are aimed at practitioners, including community leaders, responsible for the formulation and implementation of development policies and programmes, and scholars and students of public administration.

23. In 2011, the Centre added several new courses entitled: (a) "Human resources managers capacity development"; (b) "Citizen engagement and the Millennium Development Goals"; and (c) "Public sector human resources capacity in the Latin American region".

24. The following courses were translated: "E-government interoperability", into Russian; and "What an e-government leader should know — introduction/tactical/strategic", into Romanian.

25. Two PDF-based learning materials were converted into interactive courses entitled: "Results-based public administration budgetary management"; and "Quality management for public administration".

26. In 2011, some 811 people enrolled in courses offered by the Centre, with a completion rate of 79 per cent. The most popular was a course on principles of e-government, followed by the courses on human resources managers capacity development and knowledge management in government organization.

27. The Division, in cooperation with Microsoft, upgraded the Measurement and Evaluation Tool for E-Government Readiness (METER) from 2.0 to 2.5. The new version has an enhanced report-generating function and offers custom solutions to the challenges the Member States face in the development of e-government systems. METER 2.5 has been tested in Iraq, Jordan, Morocco and the United Republic of Tanzania.

28. The Reconstructing Public Administration after Conflict toolkit was prepared in consultation with members of the Committee of Experts on Public Administration to provide policymakers, practitioners and experts at the national and international levels with tools that can guide the reconstruction of public administration after violent conflict from a process-oriented and long-term perspective. Participants at the Conference of African Ministers of Public/Civic Service and the Africa Union Commission also provided feedback on the preparation of the toolkit during a meeting on the topic "Post-conflict reconstruction and development", held in Brazzaville, in October 2011.

**Capacity-building workshops**

29. A capacity-building workshop entitled "Managing economic and social councils as a driving force of the national dialogue on economic and social policies", organized by the Division, the International Association of Economic and Social Councils and Similar Institutions and the National Economic and Social Council of Kenya, was held in Nairobi, in March 2011. The workshop focused on capacity-building for management development in the face of the challenges to

[4] See www.unpan.org/elearning.

achieve the internationally agreed development goals, including the Millennium Development Goals.

30. A capacity-building workshop entitled "Promoting professionalism in the public service: strengthening the role of human resources managers in the public sector for the effective implementation of the African Charter on the Values and Principles of Public Service and the Administration", was held in Addis Ababa, in March 2011. It was organized by the Division, in collaboration with the Economic Commission for Africa (ECA), the African Public Sector Human Resources Managers Network and the Government of Ethiopia. Participants from 35 African countries attended the workshop. A number of intergovernmental and interregional organizations attended the workshop, including the African Association for Public Administration and Management, the African Training and Research Centre in Administration for Development, the International Public Management Association for Human Resources, the United Nations Development Programme (UNDP) and the World Bank.

31. A capacity-building workshop entitled "Leveraging ICT to establish a collaborative network among the parliaments of Latin America and the Caribbean" was held in Panama City, in April 2011. It was co-organized by the Division, through the Global Centre for ICT in Parliament, and the National Assembly of Panama. At the workshop, the secretaries-general of 16 parliaments of Latin America and the Caribbean agreed to establish the Exchange Network of Parliaments of Latin America and the Caribbean, with a view to strengthening cooperation among the parliamentary administrations of the region.

32. A capacity-building workshop entitled "Engaging citizens to enhance public service delivery and strengthen accountability" was held in Vienna, in July 2011. It was co-organized with the United Nations Office on Drugs and Crime and convened participants from Governments, civil society organizations and academia. It concluded that innovative and diversified understandings of civil society and grass-roots formations must be compiled and examined towards defining the growing role of social accountability processes in the developmental sectors encompassed by the Millennium Development Goals.

33. In conjunction with the United Nations Public Service Awards in June 2011, four parallel capacity development workshops were held at which experts presented in the areas of: (a) leading with integrity and inventiveness in public governance; (b) engaging citizens and civil society organizations to promote effectiveness, accountability and transparency in reconstruction and recovery strategies after natural disasters; (c) African e-leadership capacity-building; and (d) leading innovations on gender-responsive service delivery. The outcomes of the workshops informed a ministerial round table and intergenerational dialogue, at which the final declaration was presented that included concrete recommendations on how to improve standards of living through building the capacity of public administration in the respective functional and thematic areas of the above-mentioned workshops.

34. A capacity-building workshop on the theme "Support to strengthening public administration and leadership capacities at the local level for the achievement of the Millennium Development Goals and other development agendas" was held in Lilongwe, Malawi, in November 2011, in collaboration with the African Association for Public Administration and Management and the United Nations Capital Development Fund. It was attended by ministers responsible for local governments

in Africa and other senior public sector leaders and discussed the challenge of strengthening public administration as a way to improve the delivery of public services at the local level, especially those directly linked to the Millennium Development Goals.

35. A capacity-building workshop on the theme "African e-leadership capacity-building", held in June 2011 in cooperation with the United Nations Project on Governance, explored the role and importance of leadership in e-government development. Participants discussed approaches and best practices in responding to the challenges of e-government development. The workshop served as a forum for African e-leaders to share and exchange their challenges and practices with e-leaders from other regions.

36. A regional capacity-building workshop entitled "Managing economic and social councils as the driving force of national dialogue on economic and social policies" was held in March 2011, in Nairobi, and organized in conjunction with the International Association of Economic and Social Councils and Similar Institutions, UNDP Kenya and the National Economic and Social Council of Kenya. It was followed by a training session on the topic "Learning from the strengths and weakness of European development initiatives for programmes management in Kenya".

37. A workshop on the theme "Engaging citizens to strengthen accountability and prevent corruption for better public service delivery and achievement of the Millennium Development Goals" was organized in cooperation with the United Nations Office on Drugs and Crime, in Marrakesh, in October 2011, as one of the side events to the fourth session of the Conference of the State Parties to the United Nations Convention against Corruption. Workshop participants delivered a text at the plenary, emphasizing the importance of engaging citizens and civil society organizations to counter corruption, and the need for public accountability, transparency and a legal framework in line with the principles of the Convention. These contributions were reflected in resolution 4/3, entitled "Marrakech declaration on the prevention of corruption".

38. A capacity-building workshop entitled "Challenges and opportunities of participatory governance in North African countries: engaging citizens and their organizations in public development affairs through adequate institutions", was held in October 2011 in Rabat, in cooperation with ECA and the Government of Morocco, through the Ministry of the Interior and the Ministry of Public Service Modernization. The workshop brought together experts and practitioners on matters related to public governance in North African countries to debate the challenges and opportunities currently faced in the region in the midst of the "Arab spring" concerning the engagement of citizens and relevant organizations, with the aim of enhancing public governance, improving public accountability, transforming public administration to enhance openness, inclusiveness and transparency and fostering the achievement of the Millennium Development Goals.

## D. Advocacy and partnership-building

39. One of the core focuses of the Division is to facilitate dialogue, improve accessibility of information and knowledge-sharing, and promote partnership-building among international, regional and national institutions, including public,

private, academic and non-profit organizations, through the United Nations Publication Administration Network and the United Nations Public Service Awards and Public Service Day. Inter-branch and inter-agency collaboration was particularly encouraged to deliver integrated and cohesive activities, services and products through inter-branch teams and systematic planning and implementation mechanisms and by strengthening networks such as the United Nations Public Administration Network and the cluster on governance and institution-building under the Executive Committee on Economic and Social Affairs.

40. A discussion panel on public administration and poverty eradication was conducted in collaboration with the International Institute of Administrative Sciences in Lausanne, Switzerland, in July 2011. The Institute and the Division also established a joint working group on public administration and poverty eradication.

41. With regard to partnership-building the International Association of Schools and Institutes of Administration and the Division established an International Task Force on Standards of Excellence for Effective Public Administration at the local level for the achievement of the Millennium Development Goals.

**United Nations Public Service Awards and Public Service Day**

42. By its resolution 57/277, the General Assembly designated 23 June as the United Nations Public Service Day to celebrate the value and virtue of service to the community. In 2000, the Economic and Social Council established the United Nations Public Service Awards[5] programme to promote better delivery of services by governments. It is the most prestigious international recognition of excellence in public service. Through an annual competition, it rewards the creative achievements and contributions of public service institutions with respect to promoting a more effective and responsive public administration in countries worldwide.

43. The 2011 United Nations Public Service Awards ceremony and the United Nations and Africa Public Service Forum on the theme "Transformative leadership in public administration and innovation in governance: creating a better life for all", were co-organized by the Division, in collaboration with the African Union Commission, the President's Office of the United Republic of Tanzania, which hosted the event, and in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Office on Drugs and Crime and with the support of UNDP in the United Republic of Tanzania. The Forum took place in Dar es Salaam, from 20 to 23 June 2011.

44. Nominations for the United Nations Public Service Awards increased by 44 per cent from 2010 to 2011. Two new categories entitled "Promoting gender-responsive delivery of public services", in association with UN-Women, and "Preventing and combating corruption in the public service", in association with he United Nations Office on Drugs and Crime, were added to address important public sector issues in identifying and showcasing innovations and best practices.

45. At the United Nations Public Service Awards ministerial round table, professionalism, ethics and integrity among leaders, attention to the voice of the citizenry, including vulnerable groups, the important role of ICT in implementing

[5] See www.unpan.org/unpsa.

public policy, and the importance of a highly trained and professional public sector workforce were highlighted as areas of priority during the discussion.

46. A total of three capacity-building workshops were organized during the United Nations Public Service Awards on the following themes: (a) leading with integrity and inventiveness in public governance; (b) engaging citizens and civil society organizations to promote effectiveness, accountability and transparency in reconstruction and recovery strategies after natural disasters; and (c) African e-leadership in capacity-building.

47. In addition, the Division organized, together with UN-Women, a capacity-building workshop entitled "Leading innovations on gender-responsive service delivery", to discuss the need to institutionalize gender-responsive public service delivery and promote the exchange of good practices concerning the inclusion of women and their needs in governance and public administration in order to contribute to social and economic development.

48. In total, 36 winners from Brazil, Canada, Colombia, Dominica, Egypt, India, Mexico, the Netherlands, Oman, Peru, Poland, Portugal, the Republic of Korea, Romania, Saudi Arabia, Slovakia, South Africa, Thailand, Tunisia, the United Republic of Tanzania and the United Arab Emirates received a United Nations Public Service Award. The event resulted in a better understanding of how government leadership can be more effective in pursuing the Millennium Development Goals, and in increased knowledge of innovative solutions to complex governance challenges.

49. The award ceremony also featured the Department of Economic and Social Affairs launch of its first app developed for mobile devices: an interactive publication entitled "United Nations innovations in public governance", showcasing all winners from 2003 to 2011. The app is available as a free download on the iTunes store for iPhone and iPad. It is also available through United Nations Publications or as an eBook on Apple, Sony, Barnes & Noble and Amazon for electronic readers.

**Governance and institution-building cluster of the Executive Committee on Economic and Social Affairs**

50. In 2011, the Division continued its action aimed at promoting collaboration among relevant United Nations entities as lead focal point of the governance and institution-building cluster of the Executive Committee on Economic and Social Affairs. Cluster members have a shared commitment in strengthening governance and institution-building, with the aim of assisting countries to formulate and implement public policies that ensure sustainability and local ownership for the achievement of the internationally agreed development agenda, including the Millennium Development Goals.

51. The cooperation among the cluster members include the following:

(a) Knowledge-sharing through the United Nations Public Administration Network in the areas of governance and public administration (Department of Economic and Social Affairs, ECA, Economic Commission for Latin America and the Caribbean (ECLAC), Economic and Social Commission for Western Asia (ESCWA), Economic and Social Commission for Asia and the Pacific (ESCAP), Economic Commission for Europe (ECE), United Nations University (UNU));

(b) Citizen engagement for the Millennium Development Goal implementation (Department of Economic and Social Affairs, ECA, ESCAP);

(c) Development of guidelines on the rebuilding of public administration in post-conflict countries in Africa and the establishing of economic and social councils in Africa (Department of Economic and Social Affairs, ECA, UNDP);

(d) Development of United Nations Public Administration Network online training courses in Spanish for training in the area of public administration (Department of Economic and Social Affairs, ECLAC);

(e) Conducting training courses developed by the Department of Economic and Social Affairs on e-government (Department of Economic and Social Affairs, United Nations Institute for Training and Research);

(f) E-government development in the Asia-Pacific region through the building of a knowledge base (Department of Economic and Social Affairs, ESCAP, UNU);

(g) Implementation of three action lines of the Tunis Agenda (World Summit on the Information Society): action lines 1, 7 e-gov, and 11 (Department of Economic and Social Affairs, United Nations Conference on Trade and Development, UNESCO, ITU);

(h) Capacity development through projects such as the improvement of human resources management in the public sector in the Africa region and other country-specific projects in Chad, Djibouti, Mauritania, Mozambique and Togo (Department of Economic and Social Affairs, ECA, UNDP);

(i) Collaboration on the establishment and evaluation of a new category under the umbrella of the United Nations Public Service Awards, on promoting gender-responsive delivery of public services (Department of Economic and Social Affairs, UN-Women);

(j) Collaboration on the establishment and evaluation of a new category under the umbrella of the United Nations Public Service Awards, on preventing and combating corruption in the public service (Department of Economic and Social Affairs, United Nations Office on Drugs and Crime);

(k) A workshop on engaging citizens to enhance public service delivery and strengthening accountability, in cooperation with the United Nations Office on Drugs and Crime to enhance participants' capacities for the analysis, design, implementation and evaluation of citizens' engagement processes for improved efficiency and accountability in public service delivery within the framework of the United Nations Convention against Corruption.

**Implementation of World Summit on the Information Society action lines C1, C7eGov and C11**

52. The Department of Economic and Social Affairs, as the leading facilitator for action lines C1, C7eGov, and C11,[6] the newly elected Vice-Chair of the United Nations Group on the Information Society and administrator of the Internet Governance Forum, focused its efforts through the Division to ensure the

[6] See www.unpan.org/dpadm/wsisfollowup.

comprehensive exchange of views, information and experiences, to promote policy dialogue and advocacy for the implementation of the World Summit on the Information Society outcomes by a variety of United Nations bodies, governmental and non-governmental stakeholders and partners through a number of modalities and initiatives.

**Action line C1: the role of public governance authorities and all stakeholders in the promotion of information and communications technologies for development**

53. The sixth facilitation meeting of action line C1 was held within the World Summit on the Information Society Forum 2011, as a joint meeting with action line C7, on e-government, and C11, on international and regional cooperation.

54. A workshop on greater government transparency and citizen engagement to promote effectiveness and accountability in public service delivery was organized by the Division, in cooperation with ITU, in Geneva during the 2011 World Summit on the Information Society Forum.

55. The 2012 edition of the United Nations E-Government Survey, with a focus on e-government for sustainable development, presents an updated assessment of e-government performance of the 193 Member States with a comparative analysis of current trends in four critical areas: (a) the adoption of a whole-of-government approach; (b) accessibility; (c) user take-up; and (d) multichannel service delivery.

56. The underlying theme of the 2012 Survey is e-government for sustainable development as a contribution to the United Nations Conference on Sustainable Development (Rio+20), to be held in Rio de Janeiro in June 2012. The report argues that increasing accessibility and usage can help to reduce the e-service usage divide and foster socially inclusive development; while open data present opportunities for citizens to freely use, reuse and integrate various sustainable development-related datasets.

57. The Division remained a key player in the Partnership on Measuring ICT for Development by participating in Partnership meetings during 2011. As a member of the Task Group on e-Government Indicators, the Division contributed to the finalization of the Partnership report on a framework for the development of e-government indicators based on its considerable work in this area. The report identifies a set of global indicators for the Member States in e-government and is to be submitted to the United Nations Statistical Commission in 2012.

**Action line C7e: e-government**

58. In 2011, the Division continued to strengthen its partnership with international institutions and other stakeholders in developing a coherent e-government support mechanism, which includes: partnering with the Government of Colombia for e-government development in Latin America; partnering with multilateral development banks for e-procurement; partnering with several universities to develop the United Nations E-Government Survey, and with Boston University to provide training for chief information officers and senior e-government officials. To date, Boston University has delivered four courses for chief information officers (two in Saudi Arabia and one each in Brunei Darussalam and Qatar). Discussions are in place to offer a similar course in Bahrain.

59. Volume IV of the Compendium of Innovative E-government Practices was finalized in 2011. This publication contains a compilation of case studies of innovative e-government solutions, services and applications with elements of transferability and adaptability. In developing the Compendium, the Division aims to provide a venue for the promotion and sharing of cost-effective, value-added innovative solutions, to hasten innovation and to enable South-South and North-South information-sharing.

60. In March 2011, the Division organized a consultation on e-procurement in Seoul, drawing on inputs from the World Bank, the Asian Development Bank and experts from the Governments of China, Italy, Japan, Mexico, the Philippines and the Republic of Korea. In October 2011, the Division also organized an expert group meeting on e-procurement. One of the outcomes of the meeting was the decision to build a knowledge guide on e-procurement that will assist Member States in improving transparency and accountability. In addition, the Division was invited by the Asian Development Bank and by the Multilateral Development Banks Working Group on E-Procurement to present the idea to representatives of Asian and Pacific Governments at the Asia and Pacific Conference on Electronic Government Procurement, held in Bali, Indonesia, in November 2011, where the initiative was fully supported.

61. The publication *M-Government: Mobile Technologies for Responsive Governments and Connected Societies* was prepared in collaboration with ITU and OECD and provided a prime platform for presenting, exchanging and disseminating, ideas, information on mobile software and hardware applications, and services to help governments to address the challenges associated with m-government development and citizen engagement. The report highlighted the relevance and value of mobile technologies for economic and social impact, examined key principles for becoming agile and ubiquitous, emphasized the importance of policy and governance models, and will assist Governments in the process of developing sustainable implementations of m-government and optimizing the range of possibilities for extending the outreach, efficiency and effectiveness of public services to citizens in efficient and inclusive ways.

**Action line C11: international and regional cooperation**

**Internet Governance Forum**

62. In 2011, the Division continued to support the secretariat of the Internet Governance Forum to assist the multi-stakeholder community comprising experts and practitioners of Internet governance from governments, the private sector, civil society, and technical and academic groups, in analysing the challenges of Internet governance. The sixth annual meeting of the Internet Governance Forum was held in Nairobi, from 27 to 30 September 2011. It was the first meeting since the mandate of the Forum was renewed by the General Assembly in its resolution 65/141. Two preparatory open consultations and multi-stakeholder advisory group meetings were held to set the agenda and themes of the Nairobi meeting as well as continuous online interactions. The theme was "Internet as a catalyst for change: access, development, freedoms and innovation". Some 2,000 participants attended the meeting and over 800 remote participants connected from hubs in 47 locations; 125 Governments were represented and 68 international media representatives were accredited. The approximate regional distribution was: African (53 per cent),

Western European and Others (29 per cent), Asian (11 per cent), Latin American and Caribbean (4 per cent) and Eastern European (3 per cent). In addition, for further outreach, the Division and the Internet Governance Forum secretariat participated in regional meetings of the Forum held in Singapore, South Africa and the United States of America in 2011.

**International Association of Supreme Auditing Institutions**

63. The twenty-first United Nations/International Association of Supreme Auditing Institutions Symposium was held in Vienna, from 13 to 15 July 2011, on the theme Effective practices of cooperation between supreme auditing institutions and citizens to enhance public accountability. The Symposium had 140 participants from 66 supreme auditing institutions, the Department of Economic and Social Affairs, the Committee of Experts on Public Administration, the United Nations Office on Drugs and Crime and other international organizations. The recommendations and conclusions adopted at the end of the Symposium included commitment by the Association to contribute to the Rio+20 Summit as invited by the United Nations; the establishment of a joint agenda of the Department and the Association to build capacities in all countries aiming to improve the audit process, transparency and eradication of corruption at all levels and an overall contribution to the implementation of the Millennium Development Goals; and a contribution by the Association to the prevention of corruption in line with the spirit of the United Nations Convention against Corruption.

**Commonwealth Local Governments Forum**

64. The collaboration with Commonwealth Local Governments Forum in leadership capacity-building for effective local governments and the strengthening of public administration at the local level for effective service delivery include: (a) supporting the Government of Kenya in its efforts to implement the new constitutionalized decentralization policy; (b) supporting the sustainability of the initiative for strengthening the leadership capacities for local governance in the countries of the East African Community; (c) strengthening the leadership capacities for local governance and poverty reduction in Africa.

## E. Advisory assistance

65. The Division carries out technical cooperation activities in the form of advisory services and training activities on subjects falling within the mandate of the Division through its three branches. In 2011, at the request of the Member States, 36 advisory missions were undertaken in 25 countries. The overall thrust of the Division's technical cooperation programme is to assist, at the request of national and local governments, in the capacity-building of government officials and institutions and, increasingly, of civil society organizations for the reform and modernization of public administration, in particular the focus areas of (a) institutional and human resources capacity development; (b) electronic-government and mobile-government development; and (c) development management through citizen engagement. It should be noted that the findings and recommendations of advisory missions and the outcomes of training activities, including their publications, feed into the normative and advocacy work of the

Division and provide support to the intergovernmental dialogue of the Economic and Social Council and the Committee of Experts in Public Administration.

66. The budget of technical cooperation projects comes from the United Nations Regular Programme for Technical Cooperation, the United Nations Development Account, extrabudgetary sources such as UNDP and UNDP-administered funds, and numerous funds in trust, with contributions from donor countries and other agencies.

67. The Division undertook a joint United Nations mission with the United Nations country team, UNDP and the United Nations Office in Burundi (BNUB), in May 2011. Outcomes of the joint mission, which drew on lessons on United Nations support to public administration and local governments in post-conflict environments, included a review of United Nations assistance, its achievements and impact on peacebuilding and development processes. The review also focused on the United Nations support of public administration and local governments in Burundi to transform them into genuine central factors for sustainable economic growth and development. The mission was attended by high-ranking officials from international community partners and civil society organizations, ministers of the Burundi Government and executive managers of newly established institutions, including elected members of local governments.

68. UNDP Turkmenistan requested the Division to assist the National Assembly of Turkmenistan in the use of ICTs and information systems to streamline the workflow and information exchange in the administration of parliamentary affairs, particularly in: (a) supporting ICT strategic planning for its Parliament; and (b) strengthening the efficiency of parliamentary processes through the use of information systems.

**United Nations Project Office on Governance**

69. The Department of Economic and Social Affairs and the United Nations Project Office on Governance jointly sponsored a workshop on e-government in Asia and the Pacific, in collaboration with the Republic of Korea Ministry of Public Administration and Security and ESCAP, in May 2011. The objective of the workshop was to help enhance e-government policymaking capacity in the Asia-Pacific region, by providing an opportunity to discuss e-government policy issues, institutional, legal and regulatory frameworks, and strategies. More than 80 chief information officers, senior e-government officials and some experts from academia, the private sector and other fields from the Asia-Pacific region participated, in varying capacities.

70. A capacity-building workshop on public information management was co-organized by the United Nations Project Office on Governance, the Infocomm Development Authority of Singapore and UNDP Malaysia, in Singapore in November 2011. Forty-five attendees from 13 countries of the Asia-Pacific region participated in an exchange of ideas on the topics "Emerging issues on public information management and information security", "Public information protection", "Connected government framework", "Technology horizons: innovation and investment focus for the next two years", and panel discussions on public information management and the public private partnership.

**Global Centre for Information and Communications Technology in Parliament**

71. The Global Centre for ICT in Parliament continued to be at the forefront of the efforts of the Division and its partners to strengthen the capacities of parliaments in the use of ICTs and to improve their capacities to execute their democratic and oversight functions. The Centre organized the Fourth Parliamentary Forum on Shaping the Information Society on the theme "The triple challenge of cyber-security: information, citizens and infrastructure", in Geneva in May. The meeting addressed the particular challenges posed by the illicit use of ICT, such as the safeguarding of citizens in the connected environment; the protection of State information, data and infrastructures; and the transnational response to cybercrime.

72. Among the main capacity-building activities, in August 2011 the Centre organized a skills-development activity for the parliamentary libraries of Latin America and the Caribbean to enhance their capacity to develop, manage and deliver digital resources. The Centre also prepared two handbooks that offer guidelines and recommendations for parliamentary staff in the capturing and reporting of parliamentary proceedings and use of ICT in parliamentary libraries.

73. The Centre launched the third Global Survey of ICT in Parliaments in preparation for the release of the third issue of the World e-Parliament Report, which will track emerging trends and practices on how ICT is being used by parliaments.

74. The Centre coordinated its work with the activities of the Africa i-Parliaments Action Plan, the regional Division-led initiative that supports the development of high-quality and sustainable parliamentary information systems with the aim of fostering transparency and accountability, and supports democratic participation in African parliaments.

**Support for the implementation of Africa i-Parliaments Action Plan**

75. Two initiatives developed under the Africa i-Parliaments Action Plan include the Bungeni Parliamentary and Legislative Information System, an open source suite of applications for the drafting, managing, consolidating and publishing of legislative and other parliamentary documents; and the Akoma Ntoso, an Extensible Markup Language (XML) standard for parliamentary, legislative and judiciary documents. Another initiative involved the establishment and subsequent implementation of capacity-building activities of the Africa Parliamentary Knowledge Network.

**Enhancing the role of national, economic and social councils in Africa**

76. In 2011, the Division and the International Association of Economic and Social Councils and Similar Institutions continued a number of cooperation activities on economic and social councils. Regional capacity-building workshops were held in Nairobi and Rabat. In addition, in-country trainings to strengthen the management of economic and social councils and policy evaluation by such councils were held in Dakar, Brazzaville, N'Djamena and Nairobi. A special workshop to explore the role of economic and social councils in post-conflict situations was held in Conakry. In addition, joint work to build a section of the United Nations public administration country studies devoted to economic and social councils as relevant and important institutions for participatory governance

was continued. The success in strengthening the role of African economic and social councils became visible (e.g., when in 2011 for the first time an African economic and social council president, Mr. Babes from the International Association of Economic and Social Councils of Morocco, was elected as President of the Association).

**E-government development and capacity development**

77. The Division organized missions and meetings with Albania, Brunei Darussalam, Colombia and Tunisia to help strengthen e-government development in these Member States. Examples include a mission to Brunei Darussalam and participation at the International Conference on e-Government and Administration Simplification, held from 11 to 13 May 2011. The results of the 2010 United Nations e-Government Survey generated much interest among conference participants, with a number of countries indicating that they use the Survey as a benchmarking tool as part of their e-government development programmes. Another example was the advisory mission to Albania on its e-government strategy and implementation. Discussions focused on the support of the Division towards strengthening the e-government capacity of Albania, to help to enhance awareness of the importance of comprehensively addressing e-government issues. Furthermore, the meeting between the Division and UNDP-Albania led to an agreement on close collaboration in the area of e-government. In addition, an advisory mission to Tunisia was undertaken within the framework of the UNDP project to help to develop a way forward towards strengthening the development of e-government in the country. During the mission, the methodology of the United Nations e-Government Survey was presented as well as strengths and challenges of e-Government in Tunisia. The mission also led to the finalization of the terms of reference of the UNDP project and strengthened the foundation of cooperation with UNDP.

78. In collaboration with the Government of Colombia, the Division helped to design and implement the e-Government Regional Project, with an emphasis on e-government and institutional coordination for enhanced service delivery.

79. In collaboration with the Government of Iraq and UNDP, the Division delivered a capacity-building session to assess the e-government readiness of Iraq, a METER workshop of e-government self-evaluation, and outlined a strategy for e-government development.

80. The Division held a workshop for senior government officials from Jordan, Morocco and Qatar representing ministries and institutions that deal with delivering e-government services and solutions, to discuss ways to ensure that their citizens have an integrated government portal.

81. An advisory mission to the United Arab Emirates reviewed their national e-government strategy, the institutional framework of e-government activities, and e-content and e-services to look for ways to improve interaction with their citizens.

# III. Proposed strategic framework for the period 2012-2013

82. The Committee is invited to provide its comments on the proposed strategic framework for the period 2012-2013 for subprogramme 8, Public administration and development management, of section 9, Economic and social affairs.

83. The proposed strategic framework is as follows:

**Objective of the organization:** to promote effective, efficient, transparent, accountable and citizen-oriented public administrations in the areas of: (a) institutional and human resource capacity development; (b) electronic/mobile-government development; and (c) citizen engagement and information communications technology for development management.

| Expected accomplishments of the Secretariat | Indicators of achievement |
|---|---|
| (a) Improved accessibility of information and knowledge-sharing through the United Nations Public Administration Network and the United Nations public administration country studies | (i) Increased number of visits/views to and downloads from the United Nations Public Administration Network<br><br>(ii) Increased number of stakeholders in the area of public administration and governance benefiting from usage of an online public administration knowledge base |
| (b) Enhanced facilitation of dialogue, resolutions and actions on public administration issues effectively supported through improved publications, products and services | (i) Increased number of references/ recommendations/decisions found in the resolutions of intergovernmental bodies<br><br>(ii) Increased number of references made or recommendations/decisions drawn from external publications, products and services<br><br>(iii) Increased positive feedback on the advocacy, advisory and training activities of the subprogramme |
| (c) Increased capacity of national and local governments to strengthen professionalism, accountability and excellence in the public sector | (i) Increased participation in the United Nations Public Service Awards and Public Service Day<br><br>(ii) Increased participation in online and offline training<br><br>(iii) Increased number of advisory services requested by countries<br><br>(iv) Increased number of methodological and technical recommendations implemented by national, regional and local governments as a result of advisory services and technical cooperation projects |

84. The strategy to achieve the above-mentioned expected accomplishments is based on an integrated approach comprising the provision of substantive support to the General Assembly, the Economic and Social Council, the Committee of Experts on Public Administration, the United Nations Public Service Awards and Public Service Day, and the provision of analytical research, advocacy, advisory services, training and knowledge-sharing in public administration and development management. It is aimed at:

(a) Promoting greater awareness, common approaches, understanding and sustainable policy options among governments in key substantive areas of public administration and development management;

(b) Strengthening partnerships and cooperation with other international, regional and professional organizations, both public and private, within and outside the United Nations system to build an online global knowledge base in public administration and development management that is comprehensive, useful and easy to access;

(c) Providing analytical research, advocacy, advisory services, training and knowledge-sharing, particularly to countries or related institutions that have requested assistance, and to developing countries, especially the least developed countries, countries emerging from conflict or crisis and countries with economies in transition.

# IV. Recommendations

85. **Through the annual session of the Committee of Experts on Public Administration, the Secretariat receives guidance from the Committee on its scope of activities. At its tenth session in 2011, the Committee, through a draft resolution, which was presented to and adopted by the Economic and Social Council at its substantive session of 2011, requested the Secretariat:**

(a) **To continue to support the development of the United Nations Public Administration Network for partnership-building, knowledge dissemination and the exchange of knowledge, best practices and lessons learned in the area of public administration;**

(b) **To continue to develop and promote the United Nations public administration country studies, which contains analytical and case studies, guidelines and other knowledge-sharing outputs on best practices and lessons learned in governance for development, including for post-conflict countries and countries facing the cumulative effects of successive disasters;**

(c) **To better publicize the opportunity represented by the United Nations Public Service Awards to disseminate information on good practices and innovation from the awards and to strive to better promote and utilize innovative public administration initiatives, including those identified within *the context of the awards*;**

(d) **To continue to enhance, within existing resources, its support for capacity-building in the public sector, including in human resources development, promoting participatory governance institutions with a view to making public administration more open, transparent, accountable and**

**responsive to citizens in all countries, and use case studies, as appropriate, in capacity-building and training activities, and assess the impact of these case studies;**

**(e) To continue to assist in analysis, policy options and capacity-building, including for post-conflict countries, particularly on their governance capacities for development;**

**(f) To continue to provide countries in post-disaster situations with policy advice, capacity-building actions and tools for engaging citizens, civil society organizations and the private sector in recovery and reconstruction efforts, deepening public accountability and preventing corruption;**

**(g) To continue activities around the themes of public service delivery and the engagement of citizens in accountability and preventing corruption;**

**(h) To continue to assist in capacity-building and technical cooperation for e-government, including through the further development of the Measurement and Evaluation Tool for E-Government Readiness.**